

**REPORT OF THE  
QUALITY AND PATIENT SAFETY COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**MAY 26, 2009**

**ATTENDANCE**

**Present:** Chairman David Ansell, MD; Director Hon. Jerry Butler and Director Luis Muñoz, MD, MPH  
(3)

Mary Driscoll, Lois Elia and Pat Merryweather (Non-Director Members)

**Absent:** None

**Also Present:** Sandra Ankebrant – Chief Operating Officer, Ambulatory and Community Health Network of Cook County; David Barker, MD – Chief Medical Officer, Ruth M. Rothstein CORE Center of Cook County; Jackie Boone – Chief Nursing Officer, Ruth M. Rothstein CORE Center of Cook County; Joanne Dulski – Laboratory Services, Cook County Health and Hospitals System; Claudia Fagan – Ambulatory and Community Health Network of Cook County; William Foley – Chief Executive Officer, Cook County Health and Hospitals System; Sharon Freyer, RN – Chief Nursing Officer, Oak Forest Hospital of Cook County; Judith Frigo, MD – Chief Medical Officer, Oak Forest Hospital of Cook County; David Goldberg, MD – President of the Medical Staff, John H. Stroger, Jr. Hospital of Cook County; Avery Hart, MD – Interim Chief Medical Officer, Cermak Health Services; Martina Harrison, RN, MSN – Chief Nursing Officer, Provident Hospital of Cook County; Randall Johnston – Office of the State's Attorney; Richard Keen, MD – Chairman, Department of Surgery, John H. Stroger, Jr. Hospital of Cook County; Sue Klein – Director of Quality, John H. Stroger, Jr. Hospital of Cook County; Charlene Luchsinger – Credentials Verification Officer, Cook County Health and Hospitals System; Enrique Martinez, MD – Chief Medical Officer, Ambulatory and Community Health Network of Cook County; Michael Puisis, MD – Chief Operating Officer, Cermak Health Services; John M. Raba, MD – Interim Chief Medical Officer, Cook County Health and Hospitals System; Deborah Santana – Office of the Secretary to the Board of Commissioners of Cook County; Jennifer Smith, MD – Division of General Medicine, John H. Stroger, Jr. Hospital of Cook County; Steven Stabile, MD – Ambulatory and Community Health Network of Cook County

Ladies and Gentlemen:

Your Quality and Patient Safety Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Tuesday, May 26, 2009 at the hour of 12:00 P.M. at Stroger Hospital, 1901 West Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Quality and Patient Safety Committee has considered the following items and, upon adoption of this report, the recommendations follow.

**Welcome and Introduction**

Chairman Ansell welcomed the attendees and introduced the System's new Chief Executive Officer, William Foley.

Mr. Foley presented the Committee with his perspective on quality. He stated that service excellence, strategic planning and performance improvement are all tied to quality, and are pillars to building a strong organization. He added that he plans to engage the Quality and Patient Safety Committee in every step along the way.

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**Roll Call**

Deborah Santana, of the Office of the Secretary to the Board, called the roll of members, and it was determined that a quorum was present.

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**Public Comments**

Chairman Ansell asked the Secretary to call upon the registered speakers.

The Secretary responded that written testimony was received from the following registered public speaker:

1. Diane Ellis, RN (written testimony only – Attachment #1)

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**Review and accept minutes of the meeting of April 28, 2009**

Director Muñoz, seconded by Chairman Ansell, moved to accept the minutes of the meeting of the Quality and Patient Safety Committee of April 28, 2009. THE MOTION CARRIED UNANIMOUSLY.

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**Receive quarterly quality report from Ambulatory & Community Health Network**

Dr. Enrique Martinez, Chief Medical Officer of the Ambulatory & Community Health Network of Cook County, presented the quarterly quality report (Attachment #2a). Additionally, he presented information relating to clinics and diagnostic areas with significant appointment backlogs (Attachment #2b).

The Committee reviewed and discussed the information provided. Chairman Ansell noted that if there are needs that are not being met, staff must come up with a plan to address those needs with relation to budget discussions, and so that these plans can be vetted through operations. If there are critical access problems, solutions must be presented.

Additionally, there was discussion that took place with regard to referrals through IRIS system. Dr. Martinez stated that there is an unlimited demand at the community level. It was stated that some community centers have been restricted from accessing the IRIS system; this issue is currently under review. Director Muñoz inquired as to identity of the authority/individual responsible at the System for IRIS system access.

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**Receive update on Laboratory Department survey/review  
by CAP and CMS at Stroger Hospital**

Joanne Dulski, Director of Laboratory Services for the Cook County Health and Hospitals System, presented an update on the Laboratory surveys at Stroger Hospital.

The Committee reviewed and discussed the information provided.

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**Receive update on Surgical Consolidation Project**

Dr. Richard Keen, Chairman of the Department of Surgery at John H. Stroger, Jr. Hospital of Cook County, presented an update on the Surgical Consolidation Project (Attachment #3). Charlene Luchsinger, System Credentials Verification Officer, provided additional information with regards to cross-credentialing.

The Committee reviewed and discussed the information. Chairman Ansell asked when the Project was expected to be completed. Dr. Keen responded that it should be completed within approximately three months.

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**Receive presentation on the WeAsk SBIRT program**

Dr. Jennifer Smith, of the Division of General Medicine at John H. Stroger, Jr. Hospital of Cook County, presented information on the WeAsk SBIRT (Screening, Brief Intervention, Referral and Treatment) program. This is a program at Stroger Hospital used to address substance use for the patients seen in the general medical/surgical and ob/gyne areas, with the intent to change outcomes related to addiction disorder and potentially harmful substance use.

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**Receive report on status of preparations for Cermak re-accreditation**

**Receive report on personnel matter**

**Receive reports from the Medical Staff Executive Committees from Oak Forest, Provident and Stroger Hospitals**

**Receive and approve Medical Staff Appointments/Re-appointments/Changes**

**Receive reports on the following:**

- Any Sentinel Events or Near Misses
- Any Patient Grievance Reports
- Update on “never” events
- Report on Recent Regulatory Visits

Director Butler, seconded by Director Muñoz, moved to recess the regular session and convene into closed session, pursuant to an exception to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body,” and pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(11), which states: “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” **THE MOTION CARRIED UNANIMOUSLY.**

Director Butler, seconded by Chairman Ansell, moved to adjourn the closed session and convene into regular session. **THE MOTION CARRIED UNANIMOUSLY.**

**Director Butler, seconded by Chairman Ansell, moved to approve the Medical Staff Appointments/Re-appointments/Changes. THE MOTION CARRIED UNANIMOUSLY.**

Following are the Medical Staff Appointments/Re-appointments/Changes that were approved:

**JOHN H. STROGER, JR. HOSPITAL OF COOK COUNTY**

**INITIAL APPOINTMENTS**

**Physicians:**

Beck, Traci, M.D. Appointment Effective:	Surgery/Urology May 26, 2009 through May 25, 2011	Voluntary Physician
Brown, Charlene, M.D. Appointment Effective:	Psychiatry/Correctional Hlth. Svcs. May 26, 2009 through May 25, 2011	Voluntary Physician
Flowers, Calvin H., MD Appointment Effective:	Correctional Hlth Svcs/Radiologist May 26, 2009 through May 25, 2011	Active Physician
Fuentes, Harold, PsyD. Appointment Effective:	Psychiatry May 26, 2009 through May 25, 2011	Voluntary Psychologist
Havens, Michael A., MD Appointment Effective:	Pathology/Anatomic May 26, 2009 through May 25, 2011	Active Physician
Karydes, Harry, M.D. Appointment Effective:	Emergency Medicine May 26, 2009 through May 25, 2011	Voluntary Physician
Patterson, Carol, M.D. Appointment Effective:	Medicine/General Medicine May 26, 2009 through May 25, 2011	Voluntary Physician
Purpura, Joseph, M.D. Appointment Effective:	OB/GYNE/Gynecology May 26, 2009 through May 25, 2011	Voluntary Physician
Staskiewicz, Andrzej, MD Appointment Effective:	Anesthesiology May 26, 2009 through May 25, 2011	Active Physician
Strauss, Richelle, M.D. Appointment Effective:	Psychiatry/Correctional Hlth. Svcs. May 26, 2009 through May 25, 2011	Voluntary Physician
Taylor, Brenda, D.M.D. Appointment Effective:	Dentist/ Correctional Hlth. Svcs. May 26, 2009 through May 25, 2011	Active Dentist
Ward, Andrea N., M.D. Appointment Effective:	Psychiatry/Correctional Hlth. Svcs. May 26, 2009 through May 25, 2011	Voluntary Physician
Whiteley, Patrick, M.D. Appointment Effective:	Emergency Medicine May 26, 2009 through May 25, 2011	Voluntary Physician

John H. Stroger, Jr. Hospital of Cook County  
Initial Appointments (cont'd)

Mid Level Practitioner:

Preib, Barbara A., CNS	Correctional Health Services	Clinical Nurse Specialist
Appointment Effective:	May 26, 2009 through May 25, 2011	

REAPPOINTMENT APPLICATIONS

Physicians:

Department of Anesthesiology

Gloss, Feodor J., DO	Post Anesthesia	Active Physician
Reappointment Effective:	June 20, 2009 through June 29, 2011	
Oliveira, Blasco, MD	Anesthesiology	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	
Parsaei, Shekofeh, MD	Peds Anesthesia	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	
Saatee, Simin, MD	Adult Anesthesia	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	

Department of Correctional Health Service

Ali, Nagib M., MD	Medicine/Surgery	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	
Baker, Terrance P., MD	Medicine/Surgery	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	
Benson, Roger L., MD	Medicine/Surgery	Voluntary Physician
Reappointment Effective:	July 11, 2009 through July 10, 2011	
Cruz, Pedro Carlos A., MD	Medicine/Surgery	Voluntary Physician
Reappointment Effective:	August 17, 2009 through August 16, 2011	
Khan, Marghood A., MD	Medicine/Surgery	Voluntary Physician
Reappointment Effective:	May 26, 2009 through May 25, 2011	
Richardson, Lendell, MD	Medicine/Surgery	Voluntary Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	
Richardson, Stamatia, MD	Medicine/Surgery	Active Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	

Department of Emergency Medicine

Baillitz, John M., MD	Emergency Medicine	Active Physician
Reappointment Effective:	July 9, 2009 through July 8, 2011	

John H. Stroger, Jr. Hospital of Cook County  
Reappointment Applications

Department of Emergency Medicine (cont'd)

Kysia, Rasid F., MD	Emergency Medicine	Active Physician
Reappointment Effective:	July 11, 2009 through July 10, 2011	

Department of Medicine

Kraus, Mark A., MD	Nephrology/Hypertension	Active Physician
Reappointment Effective:	July 11, 2009 through July 10, 2011	

Lee, Kuenok, MD	General Medicine	Active Physician
Reappointment Effective:	July 11, 2009 through July 10, 2011	

Tandon, Rajive, MD	Pulmonary Critical Care	Voluntary Physician
Reappointment Effective	May 26, 2009 through May 25, 2011	

Thomas, Tin, MD	Infectious Disease	Active Physician
Reappointment Effective	June 30, 2009 through June 29, 2011	

Department of Obstetrics & Gynecology

Nguyen, Tuan M., MD	Maternal Fetal Medicine	Active Physician
Reappointment Effective	June 30, 2009 through June 29, 2011	

Schmidt, Julie B., MD	Gynecology	Active Physician
Reappointment Effective	June 30, 2009 through June 29, 2011	

Department of Pathology

Alagiozian-Angelova, Victoria, MD	Anatomic Pathology	Active Physician
Reappointment Effective:	July 30, 2009 through July 29, 2011	

Department of Pediatrics

Baron, Joshua D., MD	Peds Neurology	Active Physician
Reappointment Effective:	May 26, 2009 through May 25, 2011	

Gebeyehu, Kinfu K., MD	Peds Ambulatory	Honorary Physician
Reappointment Effective:	June 30, 2009 through June 29, 2011	

Heydemann, Peter T., MD	Peds Neurology	Voluntary Physician
Reappointment Effective:	May 26, 2009 through May 25, 2011	

Mariyappa, Prabhavathi M., MD	Peds Emergency	Active Physician
Reappointment Effective	June 30, 2009 through June 29, 2011	

Severin Paul., MD	Peds Critical Care	Active Physician
Reappointment Effective	July 9, 2009 through July 8, 2011	

Yu, Byung-Ho, MD	Peds/Allergy/Immunology	Active Physician
Reappointment Effective	June 30, 2009 through June 29, 2011	

John H. Stroger, Jr. Hospital of Cook County  
Reappointment Applications (cont'd)

Department of Surgery

Ansari, Shahid A., MD Reappointment Effective:	General Surgery July 9, 2009 through December 18, 2010	Affiliate Physician
Crawford, Clifford S., MD Reappointment Effective:	General Surgery July 9, 2009 through July 8, 2011	Affiliate Physician
Durham, Joseph R., MD Reappointment Effective:	Vascular Surgery July 9, 2009 through July 11, 2010	Active Physician
Eldridge, Curtis L., CCP Reappointment Effective:	Cardiothoracic August 6, 2009 through August 8, 2011	Perfusionist
Harrison, Jacqueline L., MD Reappointment Effective:	General Surgery August 15, 2009 through August 14, 2011	Affiliate Physician
Komar, Thomas M., MD Reappointment Effective:	General Surgery July 9, 2009 through July 8, 2011	Affiliate Physician

Mid Level Practitioner Reappointments:

Carrasquillo, Lydia N., PA-C Reappointment Effective:	Correctional Health Services June 19, 2009 through June 18, 2011	Physician Assistant
Cherian, Veronica V., PA-C Reappointment Effective:	Correctional Health Services July 10, 2009 through July 9, 2011	Physician Assistant
Chhay, Vuthik T., PA-C Reappointment Effective:	Medicine May 26, 2009 through May 25, 2011	Physician Assistant
Fowler, Edwards W., PA-C Reappointment Effective:	Correctional Health Services June 19, 2009 through June 18, 2011	Physician Assistant
Kling, Patricia G., CNP Reappointment Effective:	Pediatrics September 18, 2009 through September 17, 2011	Nurse Practitioner
Latif, Rohiya H., PA-C Reappointment Effective:	OB / Gyne July 10, 2009 through July 9, 2011	Physician Assistant
Sanchez, Luis, M., PA-C Reappointment Effective:	Correctional Health Services June 19, 2009 through June 18, 2011	Physician Assistant
Shephard, Rebekah S., CNP Reappointment Effective:	Psychiatry June 19, 2009 through June 18, 2011	Nurse Practitioner
Songkum, Jantane, CNP Reappointment Effective:	Pediatrics July 10, 2009 through July 9, 2011	Nurse Practitioner

John H. Stroger, Jr. Hospital of Cook County (cont'd)

Collaborative Agreement with Prescriptive Authority

Carrasquillo, Lydia N., PA-C	Correctional Health Services	Physician Assistant
Cherian, Veronica V., PA-C	Correctional Health Services	Physician Assistant
Chhay, Vuthik T., PA-C	Medicine	Physician Assistant
Fowler, Edwards W., PA-C	Correctional Health Services	Physician Assistant
Kling, Patricia G., CNP	Pediatrics	Nurse Practitioner
Latif, Rohiya H., PA-C	Ob / Gyne	Physician Assistant
Preib, Barbara A., CNS	Correctional Health Services	Clinical Nurse Specialist
Sanchez, Luis, M., PA-C	Correctional Health Services	Physician Assistant
With Stamatia Z., Richardson, MD		
With Juliet L., Bradley, MD		
Shephard, Rebekah S., CNP	Psychiatry	Nurse Practitioner
Songkum, Jantanee, CNP	Pediatrics	Nurse Practitioner

Change in Privileges

Chillis, Nikya C., PA-C	Ob / Gyne	Physician Assistant
Kahn, Kathleen S., PA-C	Ob / Gyne	Physician Assistant

Medical Staff Appointments to be Amended From Provisional to Full Status Effective

Hedayati, Tarlan, M.D.	Emergency Medicine
Katz, Ariel, M.D.	Medicine/General Medicine
Kiriakos, Roy, M.D.	Medicine/General Medicine
Lin, Michael, M.D.	Medicine/Infectious Diseases
Neafsey, Judith, M.D.	Pediatrics/ACHN
Saulitis, Emily, C.C.P.	Surgery/Cardiothoracic

STATUS CHANGES WITH NO CHANGE IN CLINICAL PRIVILEGE

Smith, Robert, MD Trauma	From Active Physician to Honorary Physician
Waxler, Beverly, MD Anesthesiology/Pain Management	From Active Physician to Voluntary Physician

**PROVIDENT HOSPITAL OF COOK COUNTY**

**MEDICAL STAFF APPOINTMENTS**

Department of Critical Care Medicine

Clapp, William, MD	Critical Care	Affiliate Physician
Appointment effective:	May 26, 2009	through March 18, 2011



Provident Hospital of Cook County  
Medical Staff Appointments (cont'd)

Department of Internal Medicine

Gupta, Pooja, MD	Internal Medicine	Provisional Active Physician
Appointment effective:	May 26, 2009 through May 25, 2011	

Shah, Niranjana, MD	Internal Medicine	Provisional Active Physician
Appointment effective:	May 26, 2009 through May 25, 2011	

Department of Pediatrics

Go, Margaret, MD	Pediatrics	Consulting Physician
Appointment effective:	May 26, 2009 Through May 25, 2011	

Department of Surgery

Stassinopoulos, Jerry, MD	Surgery	Affiliate Physician
Appointment effective:	May 26, 2009 through March 18, 2011	

MEDICAL STAFF REAPPOINTMENTS

Department of Clinical Laboratory/Pathology

Shi, Feinan, MD	Clinical Laboratory	Active Physician
Reappointment effective:	June 21, 2009 through June 20, 2011	

Department of Critical Care

Jolepalem, Jyothi, MD	Critical Care	Active Physician
Reappointment effective:	June 22, 2009 through June 21, 2011	

Nwakanma, Chuck, MD	Critical Care	Affiliate Physician
Reappointment effective:	May 26, 2009 through May 25, 2011	

Department of Radiology

Adeniji, Adenimi, MD	Diagnostic Imaging	Affiliate Physician
Reappointment effective:	June 19, 2009 through June 18, 2010	

Kelekar, Anita, MD	Diagnostic Imaging	Affiliate Physician
Reappointment effective:	June 19, 2009 through May 13, 2011	

Provident Hospital of Cook County  
Medical Staff Reappointments (cont'd)

Department of Emergency Medicine

Colbert, Christopher, DO	Emergency Medicine	Active Physician
Reappointment effective:	June 5, 2009 through July 21, 2010	
Hussain, Anwer, DO	Emergency Medicine	Active Physician
Reappointment effective:	June 17, 2009 through June 16, 2011	

Department of Family Medicine

Benson, Janice, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Bradley, Juliet, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Gawo, Yacob, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Frigo, Judith, MD	Family Medicine	Affiliate Physician **
Reappointment effective:	June 5, 2009 through April 17, 2011	
Isabell, Masie, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through November 4, 2010	
Lipkin, Julie, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Martin, Alfred, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Menhennett, Steven, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Smith, Nora, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through January 14, 2011	
Stabile, Stephen, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	
Vazquez, Alicia, MD	Family Medicine	Active Physician
Reappointment effective:	June 5, 2009 through June 4, 2011	

Provident Hospital of Cook County  
Medical Staff Reappointments (cont'd)

Department of Internal Medicine

Khan, Saleha, MD	Internal Medicine	Active Physician
Reappointment effective:	June 20, 2009 through June 19, 2011	

MEDICAL STAFF CHANGE OF CATEGORY STATUS

Bari, Naveed, MD	Critical Care	Active to Ancillary Category
Change effective	July 5, 2009	
Khan, Saleha, MD	Internal Medicine	Ancillary to Active Category
Change effective	May 26, 2009	

\*\* = Appointment with no clinical privileges

OAK FOREST HOSPITAL OF COOK COUNTY

MEDICAL STAFF INITIAL APPOINTMENTS

<u>Name</u>	<u>Department</u>	<u>Status</u>
Evans, William B., MD	Medicine/Nephrology	Visiting Consultant
Appointment effective:	May 26, 2009 through May 25, 2011	
Cohen, Robert, MD	Medicine/ICU	Affiliate Physician
Appointment effective:	May 26, 2009 through July 10, 2011	
Lenhardt, Richard, MD	Medicine/ICU	Affiliate Physician
Appointment effective:	May 26, 2009 through May 25, 2011	
Staszkiwicz, Andrzej, MD	Clin. Neurosciences/Pain Management	Affiliate Physician
Appointment effective:	May 26, 2009 through May 25, 2011	
Zehra, Tharanum, MD	Ambulatory Care Health Network	Affiliate Physician
Appointment effective:	May 26, 2009 through January 15, 2011	

MID-LEVEL PRACTITIONER INITIAL APPOINTMENT

Bracken, Julie, APN-CNS	Emergency Department	Clinical Nurse Specialist
Appointment effective:	May 26, 2009 through May 25, 2011	

MEDICAL STAFF REAPPOINTMENTS

Ahmed, Khadeer, MD	Emergency Department	Active Physician
Reappointment effective:	May 26, 2009 through May 25, 2011	

Oak Forest Hospital of Cook County  
Medical Staff Reappointments (cont'd)

Gertzen, Joyce, MD	Medicine	Voluntary Physician
Reappointment effective:	May 26, 2009	through May 25, 2011
Jolepalem, Srinivas, MD	Medicine	Active Physician
Reappointment effective:	May 26, 2009	through May 25, 2011
Khan, Naheed, MD	Medicine	Active Physician
Reappointment effective:	May 26, 2009	through May 25, 2011

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Miscellaneous

- Chairman Ansell stated that he would like to see an annual agenda set for Quality, which sets a schedule for data/dashboard presentations. He stated that it would be helpful to know who will be presenting which data at what time.
  - Chairman Ansell reported on a sub-group meeting held last week. Attendees included Chairman Ansell, Lois Elia, Dr. Raba, and Quality representatives from Stroger, Oak Forest and Provident Hospitals. The purpose of the meeting was to review the quality structures at the three hospitals. He expects that a draft document will be presented to the Committee and the Board, outlining a recommendation for an overall quality structure.
  - Chairman Ansell suggested that institutional dashboards be developed to show how the System is doing with regard to National Patient Safety Goals. These could be created and presented quarterly to the Board.
  - Chairman Ansell stated that he would like to see a report to the Committee at the June 17<sup>th</sup> meeting on the issue of Smoke-Free Campuses.
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Adjournment

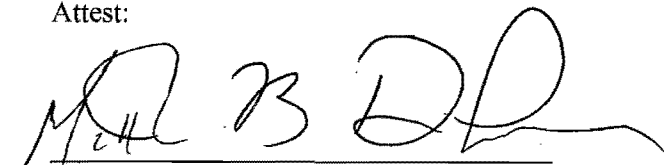
**Director Butler, seconded by Chairman Ansell, moved to adjourn. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING WAS ADJOURNED.**

Respectfully submitted,  
Quality and Patient Safety Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System



David Ansell, MD, Chairman

Attest:

  
Matthew B. DeLeon, Secretary

Cook County Health and Hospitals System  
Report of the Meeting of the Quality and Patient Safety Committee  
May 26, 2009

ATTACHMENT #1

5/26/09

RE: Surgical Services Consolidation

My name is Diane Ellis. I am a PICU nurse and an NNOC member. I am here to speak on behalf of the Registered Nurses of Cook County regarding the Surgical Services Consolidation Project.

We understand CCHHS has an obligation to be fiscally responsible and do what is necessary to efficiently use the County's limited resources for the delivery of patient care. However, the County has contractual obligations with its registered nurses which give our members rights. Our contract outlines these rights and should be used as a guideline for any movement of our members.

To date CCHHS management, specifically Tom Daskus has engaged in activities and inappropriate conduct in an effort to undermine our collective bargaining agreement. His actions have been harmful to the process and are unjustifiable.

Our ultimate goal is to ensure that we retain qualified nurses in the system. We do not want to see a repeat of the mass exodus that played out in 2007.

To that end we have agreed to resume talks CCHHS regarding this consolidation but we ask that the County follow our collective bargaining agreement in its efforts. We call on this committee and the board as a whole to ensure that the Registered nurses receive all the rights they are due.

We look forward to working with this committee and this board to ensure quality RNs stay in the Cook County system through this consolidation and any that follow.

Thank you,

Diane Ellis, RN

Cook County Health and Hospitals System  
Report of the Meeting of the Quality and Patient Safety Committee  
May 26, 2009

ATTACHMENT #2a

(attached electronically)

Cook County Health and Hospitals System  
Report of the Meeting of the Quality and Patient Safety Committee  
May 26, 2009

ATTACHMENT #2b



**CCHHS Clinics and Diagnostic Areas with Significant Appointment Backlogs**  
**05/2009**

<b>Area</b>	<b>Backlog Status</b>	<b>Action Needed</b>
<b>Stroger Colonoscopy</b>	<b>Current Backlog:</b> <b>1. Colonoscopy: 1972</b> (wait over 6 months for non-urgent, only do diagnostic tests, no screening) <ul style="list-style-type: none"> <li>▪ Monthly appointment demand: 282</li> <li>▪ Monthly appointment capacity: 158</li> <li>▪</li> </ul>	Backlog down from 4000 two years ago, but growing again from a low of 1000 12/08. More providers and support staff needed in Stroger clinic R, plus space for recovery area. More capacity needed at OF and Provident.
<b>Fantus Gynecology</b>	<b>Current Backlog: 1558</b> <ul style="list-style-type: none"> <li>▪ Monthly appointment demand: 223</li> </ul> Monthly appointment capacity 96	Stroger gynecology needs to recover positions lost in 2007, to provide the badly needed services for these patients.
<b>SCC Orthopedics Elective</b>	<b>Current backlog: 121</b> (low because it has been closed to referrals for 4 months) <ul style="list-style-type: none"> <li>▪ Monthly appointment demand: 97.5</li> <li>▪ Monthly appointment capacity: 60</li> <li>▪</li> </ul>	Clinic capacity is one challenge. More difficult is the lack of funding for the prosthetics needed for knees and hips. Over 90% of patients who need knee or other joint prosthetics do not get them, despite disabling pain and difficulty walking.
<b>Stroger Ultrasound</b>	<b>Current backlog 1010</b> <ul style="list-style-type: none"> <li>▪ Monthly appointment demand: 758</li> </ul> Monthly appointment capacity: 758	Currently contacting all patients on backlog to assess need for test.
<b>SCC Urology</b>	<b>Current backlog: 738</b> <ul style="list-style-type: none"> <li>▪ Monthly appointment demand: 167</li> </ul> Monthly appointment capacity: 72	Lost most of its providers in 2007. Recruiting more staff, need much more

		capacity to meet need.
<b>Primary Care</b>	<b>Current backlog: 260</b> Providing daily, systematic primary care access to specialty clinics, ER, ASC, and inpatients to refer to primary care. Daily 40 slot allocation available to all sites. Much more capacity needed. FQHCs a potential partner for PC referrals.	Backlog is for South Suburban Clinics. To be solved by new PCPs getting hired for Oak Forest Clinics

Cook County Health and Hospitals System  
Report of the Meeting of the Quality and Patient Safety Committee  
May 26, 2009

ATTACHMENT #3

**Quality Meeting May 26, 2009**

## **Surgery Access and Enhancement Program Team**

**David Small FACHE Chief Operating Officer – Cook County Health and  
Hospital System**

**Richard R. Keen, MD FACS System Chair Dept of Surgery &  
Stroger Hospital**

**John Raba, MD, Interim Chief Medical Officer, Cook County Health and  
Hospital Systems**

**Pitt Calkin, Interim CFO, Cook County Health and  
Hospitals System**

**Johnny Brown, Chief Operating Officer, John H. Stroger Hospital**

**Regina Greer-Smith MPH FACHE, Associate Administrator, Cook County  
Health and Hospital Systems**

**Thomas Daskus, RN, MBA, Director of Perioperative Services,  
John H. Stroger Hospital**





# **Cook County Health and Hospital System**

## **Surgery Access and Enhancement Program**

### **MOTIVATION FOR SURGERY CONSOLIDATION**

- In Cook County, specialty care for the *insured* is the best in the world.
- In Cook County, specialty care (including surgical services) for the *uninsured* is not adequate.
- This creates a huge demand for surgical services within the Cook County Health and Hospitals System.
- A mismatch exists between facilities (Stroger, Provident and Oak Forest) and utilization for surgical services with overutilization of some resources and under utilization of others in the System.



# **Cook County Health and Hospital System**

## **Surgery Access and Enhancement Program**

### **Current System Operating Room Utilization**

<b>MEASURE</b>	<b>STROGER</b>	<b>OAK FOREST</b>	<b>PROVIDENT</b>	<b>CCHHS TOTAL</b>
<b>Built Operating Rooms</b>	<b>21</b>	<b>4</b>	<b>10</b>	<b>35</b>
<b>Utilized Operating Rooms</b>	<b>16</b>	<b>1</b>	<b>2</b>	<b>19</b>
<b>Current Utilization Rate</b>	<b>76%</b>	<b>25%</b>	<b>20%</b>	<b>54%</b>

**Data Source: 2007 Hospital Surveys - IDPH**



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

## **MOTIVATION FOR SURGERY CONSOLIDATION**

- **Stroger: High patient demand for both complex and routine surgical services.**
- **Provident and Oak Forest: Community Hospitals with limited services, weak demand. Operating rooms excessively (and inappropriately) staffed for amount of surgeries performed.**



# Cook County Health and Hospital System

## Surgery Access and Enhancement Program

<b>CCHHS SURGERY SERVICE METRICS <sup>1</sup></b>	<b>BASELINE 2007</b>	<b>BASELINE 2007</b>	<b>BASELINE 2007</b>	
<b>SURGICAL CASES (2007)</b>	<b>Oak Forest</b>	<b>Provident</b>	<b>Stroger</b>	<b>TOTAL</b>
<b># OF SURGICAL CASES</b>	<b>1,010</b>	<b>2,145</b>	<b>10,900</b>	<b>14,055</b>
<b>IP</b>	<b>284</b>	<b>700</b>	<b>5,328</b>	<b>6,312</b>
<b>OP</b>	<b>726</b>	<b>1,445</b>	<b>5,572</b>	<b>7,743</b>
<b>CASES % OF TOTAL</b>	<b>7%</b>	<b>15%</b>	<b>78%</b>	<b>100%</b>

Data Source: 2007 IDPH Hospital Survey



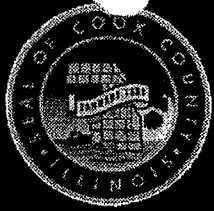


## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **MOTIVATION FOR SURGERY CONSOLIDATION**

- ***Authorization*** to move Stroger surgical specialists to off campus locations (Provident and Oak Forest) to provide better access to these specialists where they are closer to patients. New referral source of paying patients for System. (Ophthalmology has done this for 8 years).
- Have expectations of sister community hospitals (Provident and Oak Forest) *realistically* match capacity: *Only perform outpatient surgery at Provident and Oak Forest.* Transfer all inpatient surgery to Stroger.
- Saves costs for surgical care (OP vs. IP) while providing care at Provident and Oak Forest for more 2<sup>nd</sup> tier of surgical patients that currently do not receive care.



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **MOTIVATION FOR SURGERY CONSOLIDATION**

- **Will permit 100% utilization of all three facilities (right now all 3 facilities have unused OR capacity “just in case” of an emergency). Limit emergencies to 1 hospital - Stroger.**
- **Building up clinics at Provident and Oak Forest will create local referral network for operative cases at these locations.**
- **By centralizing scheduling, selectively moving surgeons and cases from Stroger to meet demand, and only performing outpatient surgery at Provident and Oak Forest, can increase surgical output and fill OR schedule at all 3 hospitals, and increase needed capacity for performing complex surgical work with high reimbursement (e.g. neurosurgery, vascular surgery, orthopedics) at Stroger.**



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **Lack of OR capacity to meet need at Stroger has insidious effects:**

##### **“Decay” of insured patient base:**

- **Lack of capacity to schedule (“I can do your surgery here 3 months from now”).**
- **Case cancellations (due to emergencies) without capacity to immediate rescheduling drives off insured patients, terrible customer service.**
- **No existing Stroger OR capacity to serve insured patients that want to come here with only 16 of 21 OR rooms staffed.**
- **“Poaching” of insured patients.**



# Cook County Health and Hospital System

## Surgery Access and Enhancement Program

**Lack of OR capacity to meet need at Stroger has insidious effects:**

**Every Stroger surgical division needs more OR time to meet demand of patients seen in clinics.**

SPECIALTY	# OF DAYS
VASCULAR	3
ORTHO	2
GI	4
ONCOLOGY	1
EYE	1
COLORECT	2
ENT	1
GYNE	2
HEART	1
NEURO	4



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

# **Lack of OR capacity to meet need at Stroger has insidious effects:**

- **Diagnosing without treating is setup for liability expense.**
- **We are immune from litigation for failure to diagnose, not immune from litigation for failure to treat.**



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **Lack of OR utilization at Provident and Oak Forest also has insidious effects:**

**Provident and Oak Forest currently have low demand for / low utilization of / surgical services.**

- Case volumes of some System surgeons is arguably too low to maintain proficiency. Leads to poor outcomes.**
- Hard-working vs. non-working creates poor morale / decreased productivity of hard working.**



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **PROPOSAL:**

**Open all 21 operating suites at Stroger:**

- **Transferring to Stroger underutilized and misappropriated OR nurses from Provident and Oak Forest.**
- **Transfer to Provident and Oak Forest OR technicians (immediately improves cost / operation)**

**Centralize scheduling of operating suites across the System:**

- **Maximum utilization**
- **Penalize failure to utilize OR block scheduled time.**



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

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#### **PROPOSAL:**

- Cross-credentialing of physicians and mid-levels:**
  - Permits new surgical specialty clinics not offered at sister locations to grow and meet need at more efficient cost.**
  - Perform new specialty outpatient surgery at Provident and Oak Forest that is not being done. (piloted with General Surgery)**
- OR starting times @ 7:00 daily across System.**
- Standardization of clinical/administrative procedures & protocols across the System.**
- Begin System-Wide 1<sup>st</sup> Case Delays reporting on June 1**
  - Stroger @ 9:30 am ( current schedule)**
  - Provident @ 9:45 am**
  - Oak Forest @ 10:00 am**



JOHN H STAMMER HOSPITAL  
DEPARTMENT OF SURGERY  
OPERATING ROOM GRAPH  
22MAY09

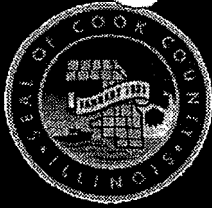
5/22/09 Friday	Vasc 1	Ortho 2	Ortho 3	Ortho 4	GS 5	Oncology 6	Eye 7	ColoRect 8	Chest 9	ENT 10	Burn 11	Peds Uro 12	Gyne 13	Gyne 14	TRAUMA 15	Vasc 16	HEART 17	Neuro 18	CYSTO 19	CYSTO 20
	Durham sched 1	Prieto sched 2	Prieto sched 2	Chunprap sched 1	Richter sched 2	Greager sched 3	Dwarakan sched 5	Chaudhry sched 4	Warren sched 1	U Patel sched 2	Poulakidas sched 1	Houston sched 3	Arlandson sched 2	Fish sched 2		Keen sched 1		Raksin sched 2	DeLaurent sched 6	
0700	655-1625	700-924		710-905	705-1151	705-913 Lazzaro	700-854	700-810	700-1057	700-1153						720-1808		711-910	715-828	
0730			730-919								760-855	734-842		730-815						
0800													Emer						Emer	
0830												925-1030	Add on						Add on	
0900							920-1015	905-1800					Sauper						948-930	
0930											Emer		805-1311	949-1352						
1000		1005-1202		Emer		1000-1140					Add on							1026-1354		
1030				Add on Prieto			1046-1141				953-1252								1040-1109	
1100												1110-1220							1126-1230	
1130				1023-1203					Fr Rm 13 1142-1530											
1200							1200-1329													
1230									Arlandson 1240-1752											
1300																			1300-1456	Fr Rm 19
1330							1357-1454					Emer							1334-1420	DeLaurent
1400											Add on Sterns									
1430																				
1500											1335-1744									
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1600													1611-1906							
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2300																				
2330			CX-NS			CX-pt drug(+)		CX-no time											CX-NS	
0000																				
0030					Emer															
0100					Add on															
0130					Menotti															
0200					105-259															
0230																				
0300																				
0330																				
0400																				
0430																				
0500					CX-pt drug(+)															
0530																Emer				
0600																Add on Nagy				
0630																510-802				
0700	Days	PM	Night																	
CN2	8/2	1.8	1	Sched Rms	17	Close Rms	3					Cancellations				Patients overnight in PACU	0			
CN1	16.5/1	4.5/1	4				Cx	Cases done		2	No Show		1			Medical condition change	2	Pt drug (+)		
ORT	17.6	1.4	1	Scheduled cases		40	5	35		1	No time					More workup		No medical clearance		
agency	0.5	0.5		Add on cases		8	1	7				Reschedule				Pt refused/went home		No reason		
solo oriente	2			Total cases done				42		4	Anes off site cases sched					Average in room time	7:14 AM	Total Agency		1
Total	42.6/3	8.2/1	6	Orientees	4		TotalMin	6931		4	Anes off site cases done					Average incision time	8:01 AM			



## Cook County Health and Hospital System

### Surgery Access and Enhancement Program

PROJECT	STATUS	ONGOING ACTIVITY	GO LIVE DATE
RECIPROCAL TRANSFER OF OR STAFF POSITIONS BETWEEN HOSPITALS	80% (4 OF 5 UNIONS)	MOVING NNOC NURSES TO STROGER	PENDING FURTHER MEETINGS (#5) & NEGOTIATIONS WITH NNOC (NURSES UNION)
OPEN 5 MORE STROGER OPERATING ROOMS	20% (17 OF 20 ROOMS OPEN)	MOVING NNOC NURSES TO STROGER	PENDING NNOC NEGOTIATIONS & 3 MONTH ORIENTATION FOR NURSES
STANDARDIZED PROTOCOLS	STROGER ONLY	IMPLEMENT AT PROVIDENT AND OAK FOREST	PENDING



## Cook County Health and Hospital System

### Surgery Access and Enhancement Program

PROJECT	STATUS	ONGOING ACTIVITY	GO LIVE DATE
STANDARDIZED OR RECORD KEEPING IMPLEMENTATION (SURGINET)	COMPLETE AT STROGER ONLY	AWAIT CERNER UPGRADE INSTALLATION AT PROVIDENT	PROVIDENT AND OAK FOREST PENDING
CENTRALIZED OR SCHEDULING; 7 AM START TIME	ACTIVE; 7 AM START FOR STROGER ONLY	USING CERNER SCHEDULE BOOK FOR PROVIDENT UNTIL CERNER AND SURGINET UPGRADE COMPLETE	STROGER LIVE PH, OFH PENDING SYSTEM-WIDE 1 <sup>ST</sup> CASE DELAY REPORTING ON JUNE 1
BENCHMARKING / METRICS	INITIATED AT STROGER	SOLUCIENT IMPLEMENTATION	PENDING



## Cook County Health and Hospital System

### Surgery Access and Enhancement Program

PROJECT	STATUS	ONGOING ACTIVITY	GO LIVE DATE
BREAST & SURGICAL ONCOLOGY SURGERY CLINIC AT OAK FOREST	PROVIDER HIRED	CLINIC REPORTING STRUCTURE; MED ASSETS	PENDING
COLON RECTAL CLINIC AT OAK FOREST	PROVIDER NOT HIRED (REQUEST TO HIRE SUBMITTED)	CLINIC REPORTING STRUCTURE; MED ASSETS	PENDING
PLASTIC SURGERY AND ENT CLINICS AT OAK FOREST	PROVIDERS HIRED	CLINIC REPORTING STRUCTURE; MED ASSETS	PENDING



## Cook County Health and Hospital System

### Surgery Access and Enhancement Program

#### ADDITIONAL TASKS FROM SURGERY ENHANCEMENT PROGRAM

PROJECT	TASK	PURPOSE	RESPONSIBILITY
Surgery Consolidation Leadership Team Meetings	Communicate status of tasks. Forum to address/resolve issues. Integration of all services/practices impacting consolidation.	Engage Senior Leadership & system stakeholders in consolidation process; Bi-wkly mtgs. commenced March 4 <sup>th</sup> ; ongoing.  Enable all Senior Leadership in System-wide process.	R. Greer-Smith - Assoc Admin.
Revenue Enhancements	Review/evaluation of surgery clinics from ambulatory to hospital-based designation	Revenue enhancement - reimbursement from encounter rate (\$405) to APL rate (\$1,000+)	MedAssets & Finance -- Leads = Gretchen Ryan VP Rev. Cycle. & Pit Calkin-CFO
Health Information Technology Upgrades/Tasks	Enhance Scope of Work by IT to facilitate reporting and operations	Reporting, billing, SurgiNet upgrade & integration of Drager Perioperative System	IT- Lead = Steven Zeelau-CIO



# **Cook County Health and Hospital System**

## **Surgery Access and Enhancement Program**

<b>Distribute and Deploy Perioperative Staff across System</b>	
<b>Operating Room Technicians</b>	<b>-4 in training @ 5/7/09- Scheduled Completion mid-June.</b>
	<b>2 ORT transfer to OFH, 1 ORT remain @ Provident</b>
	<b>1 ORT position still vacant @ Provident</b>
<b>Patient Care Attendants</b>	<b>5 in training as of 5/11/09 - Scheduled Completion mid-June</b>
	<b>3 reassigned to Stroger from OFH - 2 from recall list</b>
	<b>3 new PCAs to augment Orthopedic, General &amp; Urology Service</b>
	<b>2 Same Day Surgery and assist in Clinic C (Preop Same Day Surgery)</b>
<b>Ward Clerks</b>	<b>began training 5/11/09</b>
	<b>1 from Provident for SDS</b>
	<b>1 from recall list - cross training for Clinic C, Preop &amp; PACU</b>



# **Cook County Health and Hospital System**

## **Surgery Access and Enhancement Program**

<b>Distribute and deploy Perioperative Staff across System</b>	
<b>Registered Nurses</b>	<b>CNIs and C2s</b>
<b>Plan - 11 CN1s and 1 CN2 = 12 positions</b>	
<b>6 CNIs and 1 CN2- NNOC positions in negotiation</b>	
<b>Anticipate training to begin on June 7-Scheduled training completed 9/01/09</b>	
<b>CNII for General Surgery, Colon-rectal and Surgical Oncology</b>	
<b>1 CN1 -training completed</b>	
<b>3 CN1 - still in training/sched. Completion July and early August</b>	
<b>Lengthy Labor negotiation process with NNOC (progress began on February 4th, 2009)</b>	
<b>Final notification and move on May 14</b>	
<b>(1) all CNI and CNII transfers completed by May 25</b>	
<b>(2) Begin skills-based training June 7</b>	
<b>(3) Open additional OR as training assessed and completed</b>	



## **Cook County Health and Hospital System**

### **Surgery Access and Enhancement Program**

#### **Management of increase demand for surgical services**

- Cook County Health System takes a vital role in providing acceptable specialty surgical services to the young and other uninsured, but frankly it needs to provide competitive care for select surgical problems that can attract paying patients.**
- Contracting, purchasing, and accounts payable functions are challenged and prevent adequate inventory of surgical supplies.**